

# Information Technology Reserve Portfolio



## Report to the Joint Legislative Oversight Committee on Information Technology

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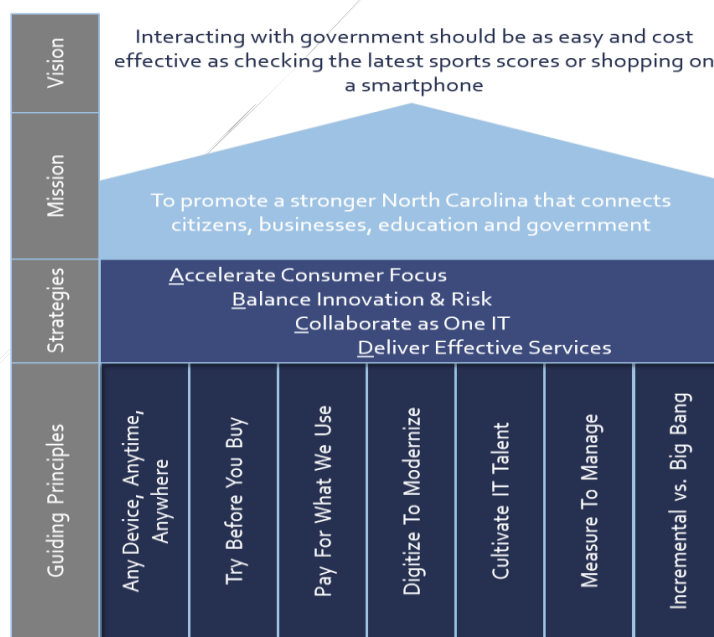
## Legislative Request

"SECTION 7.3.(c) By September 15, 2014, the State Chief Information Officer shall update the time line for completing initiatives included in the IT Reserve Fund to the Joint Legislative Oversight Committee on Information Technology, the House Appropriations Subcommittee on Information Technology, and the Fiscal Research Division. The time line shall include the dates for completion of a strategic plan, an enterprise architecture, a new business case methodology, and implementation of a new project management process. Not later than the dates specified in the time line, each of these documents shall be submitted to the Joint Legislative Oversight Committee on Information Technology, the House Appropriations Subcommittee on Information Technology, and the Fiscal Research Division.

## Executive Summary

The budget submitted by Governor McCrory to the General Assembly in 2013 requested funding to begin fixing and modernizing IT. The Legislature responded by creating an IT Reserve Fund and initially appropriating nearly \$60 million over the biennium. Due to budget challenges for the state in the FY13/14 execution year, OITS agreed with OSBM to delay some Reserve Fund initiatives and revert approximately \$3.2M to the General Fund, and the budget update in the 2014 legislative session removed an additional \$11.3M.

The Office of Information Technology Services' Vision, Mission, Strategies, and Guiding Principles can be seen in Figure 1 below.



IT Vision, Mission, and Strategies

Figure 1

The IT Reserve Fund initiatives are integral to execution of the strategies to Accelerate Consumer Focus, Balance Innovation and Risk, Collaborate as One IT, and Deliver Effective Services. The **Prepare** effort supports development of a statewide IT Restructuring Plan that will outline how the state should transform from a collection of agencies delivering independent IT services to a consumer-focused, unified IT organization focused on efficiency and customer service. **Plan** and **Build** provide staffing to develop a technology planning practice driven by business objectives, enterprise architecture standards and improved processes supporting the delivery of IT projects. The **Operate** funding provides for leadership and coordination in collaborating across the state as “One IT.” **Infrastructure Remediation** and **Network Simplification** are initiatives that will address challenges in our current environment to reduce risks, while **Desktop Remediation** and **Microsoft Office** modernize our desktop and productivity suite environments. Finally, **Secure Sign-On** will address some current challenges in identity and access management and begin to establish a base for consumer-focused, integrated services that the state will be providing in the future.

There has been significant progress made to date, with a few highlights of accomplishments as follows:

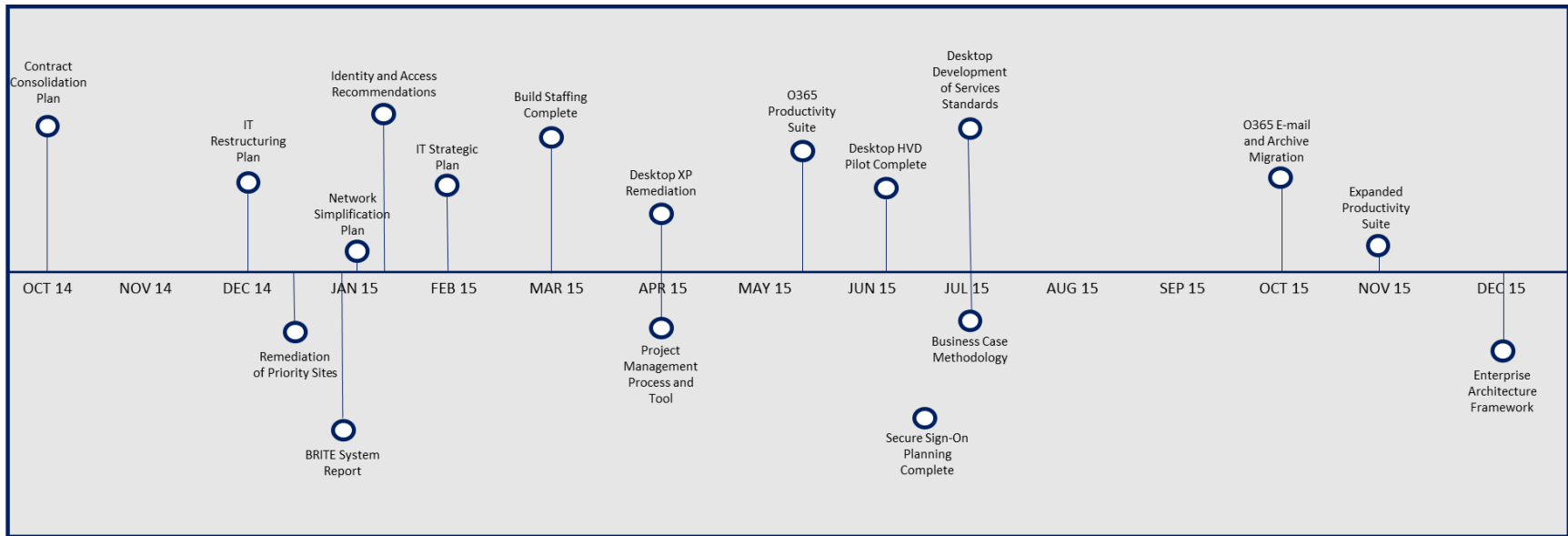
- OITS submitted an IT Restructuring plan for the state recommending changes to improve collaboration, modernize financial practices and manage IT talent. Two Communities of Practice (CoP) have been established for state agencies (ELT) and education. These CoPs meet regularly to share ideas and technologies. An update to the IT Restructuring Plan is underway and will be delivered in December as a step toward the IT Strategic Plan that will be delivered in February.
- An infrastructure remediation plan was developed for over 200 at-risk sites. Site surveys were completed, and an initial group of high-priority sites was identified. Renewal of funding for the 2014-15 fiscal year will enable remediation of high-priority sites.
- The state has remediated over 30,000 Windows XP machines to date and is on track to complete remediation of computers running Windows XP before April 2015.
- OITS has completed a Hosted Virtual Desktop (HVD) proof of concept to establish a modern approach to providing client computing environments and enable bring-your-own-device (BYOD) opportunities.
- Requirements Analysts and Solution Architects have been engaged in multiple IT projects across multiple agencies, providing immediate value to the design and delivery of those projects.
- The Enterprise Project Management Office has iteratively streamlined processes, updated business case methodology for IT projects, and is on track to provide an integrated IT project management tool in the spring. The EPMO is also approximately 80% complete with a Quality Management System based on industry standards to provide usable and meaningful project metrics to help measure the true health of an IT project.
- The state has updated the Microsoft Office 365 (O365) agreement and established MOUs with state agencies to ensure ~40,000 licenses are current. This initiative provides an ‘always current’ subscription model for desktop productivity tools.
- The state has completed work on the base O365 platform that connects the state data center to the Microsoft cloud and allows users to authenticate using their state credentials.
- Email and email archive migration is underway. The plan calls for approximately 56,000 email users to be on the new platform by the end of this fiscal year. The XP remediation project is a tightly related parallel activity and is a dependency for completion of these activities.
- The IT Strategic Sourcing division has completed an assessment of all state IT contracts and is currently identifying consolidation opportunities.



This report will provide a summary of program objectives, work completed to date, estimated dates for completion, and barriers (where applicable). Because of the nature of the programs supported by the Reserve Fund, this report is current as of the date published. As planning for and executing these initiatives continues, the shape and structure of the specific projects will evolve. Therefore, some changes may be noted at the individual project level as we continue to report on these initiatives over the next year.



## Summary Timeline for Planned End Dates



### 1. Prepare/Focus

**Summary:** To operate more efficiently, the state is engaging in a new process of focused IT planning. The stair-step model that can be seen in Figure 2 outlines the process and progress to date. The first phase of the planning cycle culminated in a Cabinet Unite IT Strategy published in March 2014 (<https://www.scio.nc.gov/library/pdf/Cabinet-Unite-IT-Strategy.pdf>) that serves as an interim IT plan that outlines the state's IT mission, vision, goals, and guiding principles, and identifies enterprise-wide focus areas in both Organizational and Business Capabilities (Figure 3). An initial IT Restructuring Plan was submitted for review in May 2014. The report provided recommendations in three primary areas: 1) Collaborative IT Governance; 2) New Funding Models; and 3) Cultivating IT Talent. As a result of the report, Communities of Practice for state agencies (The Executive Leadership Team) and Education (university, community college, and public instruction) were created to allow the exchange of ideas, processes, and common practices among peers.

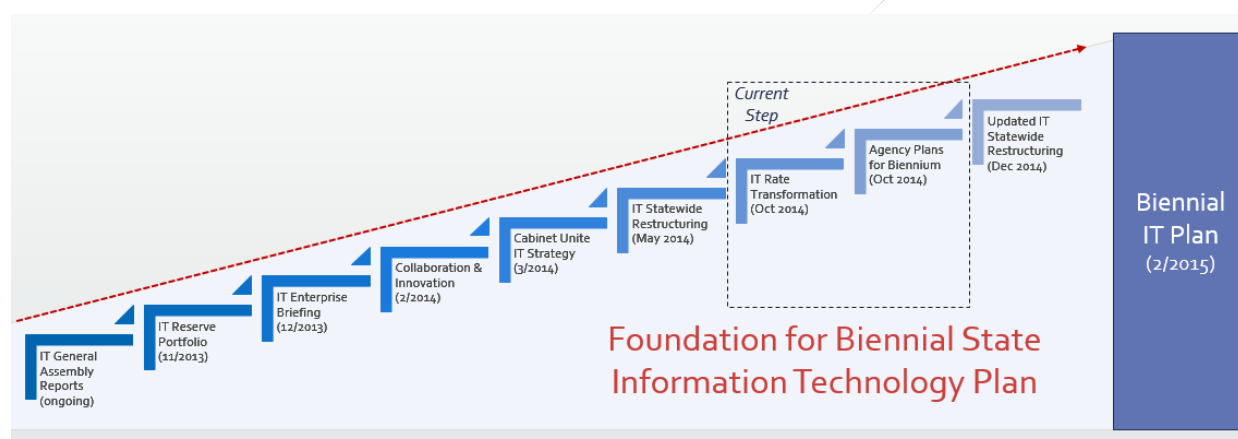


Figure 2: Steps to the Biennial IT Plan



Figure 3: Common Capability Focus Areas

## Current Area(s) of Work:

### 1. IT Restructuring Plan

During the 2014 legislative sessions, the General Assembly asked for an update to the IT restructuring plan to further identify opportunities for the most effective and efficient utilization of IT resources and capabilities across the state. The revised plan will include a revised organizational model, an implementation plan, a timeline for implementation and expected benefits to be realized based on the restructuring. The IT Restructuring Plan, due December 1, 2014, will shape the Statewide IT Strategic Plan due in February 2015. OITS is on track to meet both deadlines.

Barriers: We have identified no barriers associated with completion of the IT Restructuring Plan as a deliverable. Barriers to implementation of the plan include the need to break down the silos that define the way government has historically been governed, including talent, financial management, and IT decision making.

### 2. Remediation (Equipment Relocation)

Summary: The remediation initiative addresses improvements that are needed in locations across the state that are unfit to house technology equipment. OITS Field services identified and surveyed more than 200 at-risk sites for potential remediation, including 30 sites discovered after a fire at the Department of Administration. The surveys helped define remediation efforts and strategy and prioritization of these efforts before FY13/14 funding was reverted to the General Fund.

## Current Area(s) of Work:

### 1. Assessment, Planning, and Remediation

With the FY14/15 appropriation, the assessments are being prioritized and cost estimates finalized. In parallel, OITS Network Services is planning improvements to the main computer room at the Department of Administration to enable the consolidated housing of core network equipment in the state-owned facility. An additional goal of the initiative is to establish governance that will prevent or reduce future occurrences. Top priority remediation efforts and the computer room improvements will be complete by the end of December 2014.

Barriers: After the Remediation planning and assessment phase, OITS reverted the balance of funds (over \$1.0M) and put the project on hold until FY14/15.





### 3. Desktop Remediation

#### Summary

43,767 state computers required upgrades or hardware replacement to meet operating system standards. Security updates and technical support for the Windows XP operating system expired in April 2014,<sup>1</sup> and running devices on an unsupported operating system opened the state up to significant risk. As of September 5, 2014, the Desktop Remediation program has remediated over 68% of the required upgrades and is in the process of creating standard operating practices, and modernizing application delivery methods to enable a more flexible consumer platform (device) environment.

#### Current Area(s) of Work:

##### 1. **XP Remediation**

As of September 5, 2014, the state has completed upgrades to 10,798 of 13,967 (77%) operating systems and 19,285 of 29,800<sup>2</sup> (65%) personal computer replacements, which includes the purchase, configuration, deployment, data removal and disposition of the old devices. To date, the state has:

- Completed order of equipment for 12 State Agencies
- Hired and dispatched contract resources to 6 State Agencies to assist with deployment and upgrades of computers
- Established workgroup consisting of 9 State Agencies that meets biweekly to collaborate and discuss any issues with rollouts and share ideas.
- Purchased a one year Custom Support Agreement from Microsoft to continue to receive critical security patches for the Windows XP operating system.

The state will continue to use the Microsoft Custom Support Agreement to assure critical security patches are received for the State's use. This project is on track to be complete before April 2015.

##### 2. **Consumer Platform Modernization**

The Consumer Platform Modernization was developed to implement modern, virtualized computing capabilities, including a hosted virtual desktop environment. Virtualization technologies improve support capabilities and enable flexibility for end-users, like BYOD. A percentage of the workforce population in the state will benefit from a virtual desktop, both in simplicity, availability, and cost. A pilot of 2,000 hosted virtual desktop clients is planned by June of 2015, and rates are being evaluated as part of the FY15-17 biennium budget cycle to support expansion of the capability. The long-term benefits of this program are associated with application modernization; however, that initiative was deferred until next biennium due to budget constraints resulting in funding being reduced in this area for the remainder of this biennium.

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<sup>1</sup> OITS purchased an extended maintenance agreement with Microsoft to alleviate this risk through April 2015. Cost to maintain XP maintenance beyond April 2015 would be extremely cost prohibitive

<sup>2</sup> Total includes 4,000 duplicate systems that were put out of service in favor of a laptop replacement.



### 3. Services Standardization

Multiple state agencies are working collaboratively to define operating system imaging, end-point device management, and asset lifecycle management standards that will enable more cost-effective management of the consumer platform environment. The asset lifecycle management effort will minimize/eliminate the occurrence of a similar, significant PC remediation effort in the future. Standards are to be finalized by June 2015 and will support the implementation of an enterprise-wide solution in FY15-16.

**Barriers:** Consumer Platform Modernization resources are largely the same resources supporting XP Remediation efforts, making parallel efforts challenging. Reduction in funding for this fiscal year has also provided some challenges. The need to modernize and virtualize applications is a barrier to long-term success that will need to be reevaluated for the next biennium.

### 4. Microsoft Office

#### Summary

Microsoft Office Suite licensing has been consolidated into a single Enterprise Agreement model for the Department of Public Safety, the Department of Transportation, the Department of Environment and Natural Resources, the Office of Information Technology Services, and Consolidated Agencies. The state has modernized Microsoft Office suite licenses for approximately 36,000 State agency users to achieve license compliance, increase standardization, and gain efficiencies of scale in regard to desktop productivity tools. This number will increase over the next 18 months as individual agency contracts with Microsoft expire. While all of those users have not been migrated to active use of the productivity suite, the upgrades have created contract efficiencies and provided compliance. Full migration is dependent on the completion of the XP Remediation initiative.

The baseline platform enablement work is complete, providing a foundation for all state users to move to O365, a cloud-based version of the Microsoft Office productivity suite. 3,000 users have been successfully migrated to O365, and active e-mail mailbox migration is underway. In June 2014, a cross-agency collaborative working group developed strategies for deployment of SharePoint across the enterprise, providing a collaboration tool previously unavailable to most state agencies. Additionally, all Microsoft Office training has been uploaded to and is available on the state's Learning Management System.

#### Current Area(s) of Work:

##### 1. Platform Enablement

The enablement was completed in August 2014 and included the set-up, testing, and implementation of the O365 authentication and connectivity infrastructure needed to support the Microsoft O365 environment and connect the state's computing environment to the Microsoft cloud.



## 2. Email and Archive Migration

The migration of more than 56,000 user mailboxes began in July 2014 and is expected to be complete by June 2015. Current archived messages for more than 85,000 user mailboxes exceed 2 billion, growing by nearly 4 million per day. Migration of these archive files is scheduled to be completed by October 2015.

## 3. Productivity Suite Subscription Adoption

To date, a modern Microsoft Office suite has been extended to 3,000 users, with an additional 33,000 to be completed by May 2015. This will be followed by the productivity offerings of SharePoint, Lync and OneDrive in fall 2015. Initial feedback from users of the modern system has been positive, and the rollout has occurred with no significant issues.

Barriers: The parallel activities associated with XP remediation present barriers to achievement of the planned timeline. The data migration activities have not yet reached full velocity and potential bottlenecks in data movement may impact schedule. The barriers to compliance and implementation have been removed; schedule is the primary risk area.

## 5. Operate

### Summary

The goals of this effort are to extend IT Financial Management (ITFM) capability across agencies, develop baseline metrics, and assess IT contracts for consolidation opportunities. An initial ITFM system (BRITE – Budget and Reporting Information Technology Expenditures) was partially developed and implemented in 2012, and the contract consolidation effort is ongoing.

### Current Area(s) of Work:

#### 1. ITFM (BRITE)

The BRITE system was initially developed to support budgeting and compute services (CS) billing functions. Telecom services (TS) billing was outside of the scope of the original implementation. BRITE CS billing has been running in parallel with legacy CS billing, and critical fix items have been identified before CS billing can go “live” in BRITE. The BRITE system will be covered in detail in the legislatively mandated December 2014 report to the General Assembly.

#### 2. Contract Consolidation

The Appropriations Act of 2013 Section 7.7(a) requires the State Chief Information Officer to develop a plan to consolidate duplicate IT contracts and multiple IT contracts with the same vendor. Currently, the IT Strategic Sourcing Division does not have an enterprise-wide contracts database to support contract monitoring, reporting, analysis, and consolidation; therefore, the goal of this initiative is to help the IT Strategic Sourcing group identify and prioritize IT contract consolidation opportunities. This will include recommended methodology for how to organize the contract review effort, recommendations and repeatable best practices for tracking contracts, and transfer of critical knowledge to existing staff. The identification of opportunities will be complete in October 2014,



with the actual consolidation of contracts to occur as quickly as possible thereafter. The ultimate goal is for contract consolidation initiatives to be ongoing indefinitely.

Barriers: Delays to full implementation of the BRITE caused a delay in the Reserve Fund plan to further extend BRITE to the agencies. This effort has been and will continue to be hampered by a multitude of state-wide issues, including a lack of consistent business processes, lack of data standards, lack of the ability to easily and consistently share and manage data, and disparate supporting systems.

## 6. Plan (Planning and Standards)

Summary: To improve efficiencies and reduce duplication, the state is establishing a perpetual IT planning process to link IT strategies with business strategies and manage technology investments across business lines. OITS is also creating a shared set of technology standards aligned to an enterprise architecture (EA) practice, and a consistent business case methodology. Together, these areas of practice define a governance structure for fostering business and IT alignment and establish standards for enterprise IT investments and other decisions.

The eight Plan employees that have been hired to date have had an immediate impact on the state's efforts. The planning team has developed the Agency IT Plan template with a clear plan and timeline to meet the February 2015 IT Strategic Plan deadline. They have also developed the IT Restructuring Plan to meet the December 2014 deadline, pared down agency requirements for the Application Portfolio Management annual update, and assisted with specific planning initiatives across the organization. There are six additional positions in active recruitment and four from FY14/15 funding that are in the process of being created and posted.

As a step in establishing an Enterprise Architecture practice, OITS created a Solutions Architecture team to focus on technology solution design for complex projects. Solutions Architects have contributed to the success of key efforts including:

- Implementation of a cloud-based statewide e-mail and email archive system
- Modernization of the Office Productivity Suite
- Advanced Authentication
- Hosted Virtual Desktop Pilot
- Various agency project initiatives
- Ongoing project review in support of the Enterprise Project Management Office

Future hires will build on work already completed in the Enterprise Project Management Office (EPMO) on a revised business case methodology.

### Current Area(s) of Work:

#### 1. **Staffing**

The purpose of the Plan staffing effort is to develop, implement, and oversee ongoing execution of an enterprise architecture, formalized strategic planning process, and a new business case methodology. Eight positions have been hired to date (Chief Technology Officer, Digital/Innovation Portfolio Director, Chief IT Planner, Solution Architecture Manager, Data Architect, and two Solution Architects). Recruiting has been a challenge on the remaining five vacancies from FY13-14. Each has



been posted as many as five (5) times. Established HR practices are not effective when recruiting specialized skills like Enterprise Architects. The current compensation model is not competitive when recruiting these niche, high-demand skills. The position requirements have been reduced to target candidates who do not yet possess the architecture skills required but have achieved a senior technologist status and demonstrate an ability to be developed into architects. This reduced skill requirement will allow hiring at reduced salary, achievable within the current constraints; however, an investment in training and development will be required to achieve the expected capability level. There are currently five positions in active recruitment and four positions in the process of being established and posted with additional FY14-15 recurring funding. Temporary resources will be hired to help establish these critical practice areas if the current postings prove unsuccessful.

## **2. Strategic Planning and Architecture**

As the Solution Architecture team matures and establishes working partnerships they will accomplish the following goals:

1. Establish a Technical Reference Model defining technical standards, including the required management processes.
2. Update the Statewide Technical Architecture review process and documents to standardize how architectures are documented and to capture this information in a repository. This will enhance application portfolio management and strategic planning activities.
3. Train staff members on new technologies and frameworks (total of 8 Solutions Architects).
4. Train statewide contributors on new frameworks and supporting technologies.

## **3. Enterprise Architecture Framework**

An enterprise architecture framework will be implemented within 8-12 months of reaching an 80% staffing level of the five positions currently assigned to this function. The goal is to reach 80% staffing by the beginning of 2015, putting the EA framework timeline at the end of calendar year 2015, assuming positions are filled on time.

## **4. Business Case Methodology**

The Enterprise Project Management Office (EPMO) created an updated business case template in 2013 to simplify the existing project approval process. The Planning Group, with analysts planned to be hired in the second and third quarters of FY2014-15, will work with the EPMO and other key stakeholders to create a business case methodology for the state that will be improved upon iteratively.

**Barriers:** All of the above efforts have been impacted by the inability to hire qualified candidates for the enterprise architecture positions. Full implementation is also influenced by the barriers mentioned previously in the Focus section.



## 7. Build

**Summary:** Historical data and a review by the State Auditor's office highlighted the need to better capture and define requirements, standardize delivery methods, and improve program and project governance. A team of nine requirements analysts and a team manager have been hired to establish the Requirements Integration Services team, and analysts have been fully engaged on many projects across the state, highlighted below. The EPMO has been steadily and iteratively improving the project approval process to include process improvements and quality measurement standards and is in the middle of an upgrade to the project management and tracking tool used by the state. The operating and engagement models between the Planning team, Enterprise Architecture, Requirements Integration Team, Solution Architects and EPMO are being further defined and refined, including agency engagement processes. These teams represent core strategy, solution design and delivery capabilities and are being tightly integrated. Modeling and management tools are necessary to enable these teams to increase their effectiveness. The additional staff cannot be truly effective without these required tools.

### Current Area(s) of Work:

#### 1. **Staffing**

In addition to the ten positions that have been filled, three positions are planned to be hired by December 31, 2014, as appropriated for FY14/15.

#### 2. **Requirements Initiatives**

The Requirements Integration Services team has been fully engaged in a diverse collection of projects across the state. This engagement is designed to provide insight for the team into the agency businesses and typical project types initiated by the state. Engagements have included gathering requirements for case management technologies, portal and citizen facing web sites, and data and analytics projects.

The team has engaged with agencies, divisions and commissions including:

- Department of Transportation
- Department of Health and Human Services
- North Carolina Industrial Commission
- Department of Commerce
- Department of Natural Resource
- Department of Administration
- Office of Administrative Courts
- Board of Elections

Through this active project support, the team has established new templates and documentation practices for requirements and process analysis. The team is working with other statewide divisions, including the EPMO, solutions architecture, strategic planning, and procurement, to create a unified



engagement model. Dissemination of information about improved frameworks, documentation, tools and methods for use outside of the team will begin toward the end of 2014.

### 3. Project Management Process

A critical piece of the Build effort has been work on IT project process improvement, which is expected to be complete in June of 2015. The EPMO is working to develop an IT Quality Management System (QMS) to develop and implement clear, concise, and effective standards and accountability measures for IT portfolios, programs and projects in support of the State Chief Information Officer's statutory responsibilities. The QMS is expected to be complete in November 2014. Additionally, the EPMO has acquired consulting services to assist with development of standardized project management and requirements analysis processes that will complement the upgrade of the IT Project Management Tool. Vendor selection is underway to provide consulting services to assist with implementation of a standardized project management tool based on the Microsoft Project suite of products. Full implementation is scheduled to be complete by April 2015.

Barriers: None currently. Creating job descriptions and positions and hiring of personnel experienced slow and steady progress throughout last year. First generation processes, engagement models, documentation, and education were all completed from scratch. The Project Management effort was delayed due to having to re-release the Request for Proposal (RFP). The initial RFP process and vendor responses highlighted some requirements confusion that was cleaned up in the second release.

## 8. North Carolina Innovation Center

### Summary

The Innovation Center (iCenter) was opened in October 2013. Innovation Center efforts are reported on quarterly in a separate legislative report.

## 9. Network Simplification

### Summary

The state's network design and deployed technologies are outdated and overly complex. A new design is necessary to provide more efficient, modern services and enable more flexibility in how technology is delivered to the consumer. Goals of this effort are to provide a more flexible, secure, and simplified network that can respond to emerging market trends and changing business requirements.

### Current Area(s) of Work:

#### 1. Assessment and Planning

A planning project has been initiated to assist with assessment of the current environment and make recommendations on specific work streams, sequence of activities, resource requirements, and overall timeline for the larger initiative. Recommended initiatives and roadmap, including value



proposition and resource estimates are scheduled for completion by the end of 2014, with follow-on projects as required.

Barriers: The state's network was developed over many years, in many silos, with great complexity. New capabilities have continued to be overlaid across these legacy technologies year after year, creating a level of complexity that is difficult to understand, manage and modify. A streamlined network will require that organizational barriers and historical silos be removed. Removing these silos and barriers will also enable data center consolidation in support of this project. The complexity of this initiative will likely require a separate network to be implemented alongside the existing network and for services to be migrated over time. The state will continue to struggle in adopting modern technologies, including cloud and subscription-based services until this work is complete. The funding associated with this effort is insufficient to complete this work but will enable a design and the start of an implementation effort.

## 10. Secure Sign-on

### Summary

The state's transformation to a consumer-centric model requires the removal of duplicative solutions for directory services where possible in order to reduce complexity and cost. The state must also position itself for the next generation of secure sign-on solutions for citizens, businesses and state employees. This effort is intended to eliminate unnecessary redundancies and establish common practices in creating and maintaining credentials, authentication, and authorization for state employees, citizens, and business entities. The effort will also allow the state to meet increasing demands for multi-factor authentication methods, utilization of social identities, variable credential assurance levels, and tiered authentication systems.

### Current Area(s) of Work:

#### 1. **Identity and Access Management Planning**

OITS has initiated a planning project and assembled a cross-functional workgroup to identify common business problems and opportunities in establishing an enterprise identity management (IDM) strategy. Anecdotal information exists; however, additional data must be collected from agencies to identify, categorize, and prioritize common problems and opportunities that should be addressed in the short term. These findings will also become a foundation for development of long term strategies. Findings and specific recommendations are expected by January 2015.

#### 2. **Vendor Solicitations**

It is anticipated that most of the recommendations of the IDM workgroup will require third party resources in the form of professional services. The emerging next-generation IAM environment will also require some initial capital investments to augment existing state assets. One or more projects will be subsequently initiated, and all incrementally required goods and services will be competitively bid.





### 3. Project Execution

The details of the specific projects are still to be determined, as they are contingent upon the results of the IAM Planning and Vendor Solicitations phases of work.

### 4. Strategy Development

In order to conduct business with or within the state, citizens, businesses, state employees, and other consumers of IT systems must be properly identified and allowed access when they are approved to do so. Many of the current IDM solutions in use across the state lack industry-leading capabilities such as single sign-on, multi-factor authentication, or the ability to federate with external identity providers. The strategy will address both internal identity and access management needs as well as citizen and business-oriented interactions. This work will also require third-party subject matter expertise that is not currently available in house, and vendors will be solicited to provide assistance as needed.

**Barriers:** The state's many identity access and management solutions have evolved over many years, in many silos, with great resulting complexity. Much like the state's network, new capabilities have continued to be overlaid across these legacy technologies year after year, creating a level of complexity that is difficult to understand, manage and modify. Converging business strategies, processes, and technical solutions will require that organizational barriers and historical silos be removed. The complexity of this initiative will likely require a green-field, next-generation identity management solution to be implemented alongside the existing environment to allow legacy applications and users to be migrated over time. Resources engaged in the workgroup are also involved in many other priority initiatives across the state. The ability to assemble the required internal subject matter experts across the multi-agency workgroup on a consistently recurring cadence is a risk to the timeline. The funding associated with this effort is insufficient to complete this work but will enable a design and the start of an implementation effort.

## 11. Customer Data

### Summary

The Customer Data initiative, originally funded in FY14/15, was delayed until the upcoming biennium budget cycle. OITS will include this initiative in the expansion budget request we send to the Governor for the long session.

### Summary

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The initiatives discussed in this report provide immediate benefit in fixing some of the state's most pressing IT issues and pave the way for modernized capability in key critical areas. While fixing and modernizing IT will continue to be an ongoing, continuous effort by the state's IT professionals and business owners, the Reserve Fund has provided a way to catch up on a deficit in the areas discussed. OITS will request that recurring funding be included in the Governor's Recommended Budget in the established IT Fund to support ongoing IT operations in the areas discussed in this report.

